Prevention and Public Health Fund Evidence-Based Falls Prevention Program

Final Performance Report

- 1. Grant Award Number: 90FP0003-01-00
 - Project Title: "Building Iowa's Integrated Evidence-Based Falls Prevention Network" (option 1)
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Executive Summary

The Iowa Department on Aging was awarded federal funding to support the fall prevention project "Building Iowa's Integrated Evidence-Based Falls Prevention Network". With Iowa having a higher death rate from falls than the US average rate along with the fact that injuries and deaths from falls has risen 20% over the last decade, Iowa needs to increase fall prevention efforts.

The Iowa Department on Aging, in partnership with the Iowa Fall Prevention Coalition, Iowa Department of Public Health (IDPH), Iowa Association of Area Agencies on Aging (I4A), Iowa Public Health Association (IPHA) and the YMCA of Greater Des Moines were able to develop an infrastructure for providing evidence-based fall prevention programs and built a robust and effective fall prevention network. The goals of this project were to 1) increase the number of older adults and adults with disabilities at risk for falls participating in evidence-based fall prevention programs and 2) embed evidence-based fall prevention programs into an integrated, sustainable fall prevention network. The objectives were to: 1) increase the availability and variety of evidence-based fall prevention programs; 2) increase awareness among the public and healthcare professionals of the prevalence of falls among older adults and adults with disabilities and the evidence-based programs that can reduce falls; 3) establish a network referral process for evidence-based fall prevention programs; and 4) create an online repository of fall prevention materials and impact data for the public, healthcare professionals, and other stakeholders.

Prior to the grant project, Iowa only had a few Matter of Balance leaders. The grant supported the addition of two new fall prevention programs and expansion of fall prevention efforts. With Tai Chi for Arthritis, Matter of Balance and Stepping On evidence-based fall prevention

programs, 1,867 individuals participated in a fall prevention program lead by 217 leaders during the grant period. The programs were offered across the state through numerous organizations, including area agencies on aging, hospitals and clinics, public health, senior housing facilities, visiting nurses, aging advocates, RSVP, and Lifeline. Significant effort was applied in the selection of individuals for leader training to provide statewide coverage and program sustainability.

Outcomes for the grant were met and exceeded for all areas except for the Tai Chi program. Iowa was one of the few states implementing the Tai Chi for Arthritis as the 50 hours of practice was difficult for both leader training and participant classes. The new evidence-based guidelines provided at the end of this project period will make it easier to expand this program in the future. Pre- and post -program evaluation comparisons showed that individuals participating in the fall prevention programs demonstrated an improvement in their fall risk behaviors.

The Iowa Lifelong Links (the Iowa ADRC) developed a fall prevention website with resources, fall prevention classes/workshops and list of leaders. This site has been promoted to help professionals make referrals and individuals find classes/leaders in their area.

Awareness of falls and fall prevention increased through webinars, symposiums and videos. Materials developed have been widely distributed and archived on the <u>LifeLong Links</u> website. The series of six fall prevention videos were distributed to 250 hospitals including all 118 Iowa hospitals for use in patient television network education.

A business/sustainability plan was developed. This plan proposes to sustain the organizational structure and network of community-based programs that have been established in Iowa to reduce falls and the resulting injuries and death that often occur. The Iowa Department of Public

Health was awarded a 2016-2018 fall prevention grant which will build on these sustainability efforts.

In the following sections, the grant objectives and outcomes are identified in boxes followed by grant supported activities and accomplishments. Links are provided to archived materials and copies are provided in the Appendices.

The outputs of this grant project will support the ongoing fall prevention efforts in Iowa. It is important for Iowa to build on the accomplishments of this project by continuing to expand fall prevention efforts, sustain the evidence-based fall prevention programs, and increase screening and referrals into the program.

Introduction

Iowa has a fall-related injury and death rate that is higher than the national average.

Unfortunately, this rate has been increasing- up 20% over the last decade. With the number of older Iowans growing rapidly, these rates could increase in the next several years, leading to many older adults losing their independence.

The cost of fall-related hospitalizations is the highest of any injury due to the high number of hospitalizations. According to the August, 2016 "Falls in Iowa Report" (Appendix L) an average charge per hospitalization is \$28,486 for Iowans over 65.

The Iowa fall prevention grant funded project "Building Iowa's Integrated Evidence-Based Falls Prevention Network" has developed an infrastructure for providing evidence-based fall prevention programs and built a robust and effective fall prevention network. A Matter of Balance, Stepping On and Tai Chi for Arthritis programs are being offered statewide. Over the past two years, 1,867 individuals have participated in one of these fall prevention programs lead by 271 trained leaders. Participant evaluations demonstrate they are improving their behaviors to reduce the risk of falling.

Fall prevention awareness has been increased with Fall Prevention Awareness Day activities, webinars, symposiums, presentations at conferences and videos. A series of six videos addressing various aspects of fall prevention were professionally developed and distributed via YouTube and archived on the Iowa LifeLong Links fall prevention page. The web page link has been distributed widely via distribution lists and media including a professionally developed radio spot.

This report reviews the accomplishments and materials developed during the grant period of

2014-2016. The Activities and Accomplishment and Appendices sections provide links and

copies of materials.

Activities and Accomplishments

The grant proposal identified that the Iowa Department on Aging (IDA), in partnership with the

Iowa Fall Prevention Coalition and key stakeholders, will improve the health and independence

of Iowans at risk for falls by expanding programs proven to reduce falls risks or incidences and

by building a robust and effective fall prevention network.

1. What measurable outcomes did you establish for this project and what indicators did

you use to measure performance? To what extent did your project achieve the

outcomes?

Iowa Grant Objective 1: Increase the availability and variety of evidence-based fall prevention

programs in Iowa

One program was offered in Iowa prior to the beginning of this grant (Matter of Balance).

Now, three programs are available: MOB, Stepping On, and Tai Chi for Arthritis. As of

8/31/16, a total of 217 active class leaders provided the following number of program

workshops (NCOA Database):

MOB: 121

SO:

31

TCA: 13

Iowa Grant Outcome 1: More individuals at risk for falls will participate in evidence-based

fall prevention programs

7

165 workshops were offered to a total of 1,867 participants over the grant period (NCOA Database)

Fall Prevention	Proposed Outcome	Actual Outcome
Program		
Stepping On	2 leader trainings	2
	40 new leaders trained	50
	4 Master Leaders trained	5
	20 workshops	30
	240 participants	348
Arthritis Tai Chi	4 leader trainings	4
	120 leaders trained	99 with 33 completing 50 practice hours for evidence-based criteria
		25 practice sessions around state to help provide the 50 practice hours
	10-15 average class participation	7
	300 participants	281
	10 YMCA sites	9 YMCA in Des Moines area+21 non YMCA sites
Matter of Balance	1 master leader trainings	1
	30 new master leaders trained	20 master leaders trained (class
		sized limited by Maine Health)
		50 coaches trained
	500 participants	1,238

Iowa Grant Outcome 2: Individuals at risk for falls will improve behaviors to lessen risk

Workshop participants reported making these changes by the end of the classes (NCOA Falls Database):

	a fa mer	ted to mily nber riend	hea ca	ed to alth are vider	vis	ad ion cked	medic	ad ations ewed	Partici in and fal preve prog	other ls ntion	D exer	id cises ome	chai	ade nges ome
MOB	402	32%	153	12%	220	18%	242	20%	80	6%	943	76%	581	47%
Stepping On	144	41%	62	18%	95	27%	97	28%	16	5%	286	82%	159	46%
Tai Chi for Arthritis	47	17%	25	9%	23	8%	32	11%	6	2%	121	43%	39	14%
Total (all programs)	593 32%		240 13%		338 18%		371 20%		102 5%		1350 72%		779 42%	

Iowa Grant Objective 2: Increase awareness among the public and healthcare professionals of the prevalence of falls among older adults and adults with disabilities and the evidence-based programs that can reduce falls.

Fall Prevention Activity	Proposed Outcome	Actual Outcome
Fall Prevention	400 participants/200 annually	Total: 426 participants
Symposium		2015: 145 & 2016: 281
Fall Prevention	4	4-hosted by IPHA
Webinars		1-hosted by Telligen/QIN-QIO
Fall Prevention	4	IA Governor's Conference on
Exhibits at		Aging x 2, IA Governor's
professional		Conference on Public Health x 2,
conferences		IAEMS Conference, IA Fall
		Prevention Symposium x2, IA
		Healthcare Collaborative Annual
		Conference, FPAD event at State
		Capitol, UnityPoint Gerontology
		Conference.
Fidelity Checks	20	9 Tai Chi for Arthritis
		20 Matter of Balance and
		Stepping On
On-line	LifeLong Links (IA ADRC) fall	https://www.lifelonglinks.org/falls-
repository of fall	prevention website developed	<u>prevention</u> provides fall prevention
prevention	_	resources and information on
resources		classes and leaders

Developed and presented four "Taking Steps to Address the Impact of Falls in Iowa"

webinars for professionals. Webinar recordings are archived on the Iowa Public Health Association (IPHA) web site http://www.iowapha.org/fallsprevention and uploaded to TRAIN (www.train.org), the nation's premier public health learning network. TRAIN connects thousands of providers of training to over one million public health professionals

- 4/22/15 Part 1- Opportunities to reduce falls using evidence-based fall prevention programs.
- 5/27/15 Part 2- Implementing use of STEADI Toolkit across the continuum of care for screening and referral to fall prevention programs.
- 2/29/16 Part 3- Role of EMS Providers in Fall Prevention.
- 8/17/16 Part 4- Prevalence of falls, identifying and mitigating risks in the home and using motivational interviewing to reduce falls.

Evaluation of webinars demonstrated:

- Increased awareness of prevalence of falls among older adults and adults with disabilities -Target = 80%, Actual = 93-98%
- Increased awareness of evidence-based fall prevention programs Target = 80%,
 Actual = 72-88%
- Confident able to refer individuals at risk for falls to Matter of Balance, Stepping On
 or Tai Chi program Target = 60%, Actual = 83%
- Identify components of STEADI Toolkit they plan to implement in their work with older adults and adults with disabilities Target = 50%, Actual = 78%

Webinar presented in partnership with Telligen (QIN-QIO for Iowa, Illinois, Colorado) "Make Fall Prevention Part of Your Medical Practice" 3-23-16.

https://www.telligenqinqio.com/sites/default/files/documents/resources/webinars/handout s/Presentation_MakingFallPreventionPartofYourMedicalPractice.pdf

Fall Prevention Symposia were held

Iowa Stands Up to Prevent Falls, July 10, 2015 (Appendix E-F)

Iowa Stands Up to Prevent Falls, July 8, 2016 (Appendix G-H)

Fall Prevention Videos were developed and posted on Iowa LifeLong Links (IA ADRC) website, YouTube and distributed via distribution lists to 64 coalition members and 1000 contacts.

Iowa Falls Prevention Coalition Videos professionally developed, posted on Iowa <u>LifeLong Link</u>s and distributed electronically via distribution lists. Distributed to 250 hospitals for use on their patient television education system.

Part 1: Overview https://www.youtube.com/watch?v=ZU7eRXQtJMg

Part 2: Medication Management

https://www.youtube.com/watch?v=O9cCg0unBqk

Part 3: Vision https://www.youtube.com/watch?v=1E1iW0APB8Q

Part 4: In-Home Fall Hazards https://www.youtube.com/watch?v=jVi8Fa40e2g

Part 5: Outside-the-Home Fall Hazards

https://www.youtube.com/watch?v=Gz_by7fHhOE

Part 6: Exercise & Balance https://www.youtube.com/watch?v=kLqju6VOSIE
Parts 1-6 combined https://www.youtube.com/watch?v=OSv5PUPi1RE

 Evaluation of Iowa Fall Prevention Coalition videos with a group of older adults indicated 25-54% increase in knowledge to seven questions. Largest improvement was in knowing exercises to reduce fall risk.

Iowa Governor's Conference on Public Health: Fall Prevention Workshop was video recorded and posted on LifeLong Links (https://www.lifelonglinks.org/) website and shared via distribution lists.

Stepping On https://www.youtube.com/watch?v=uNmupUdcsmg

Matter of Balance https://www.youtube.com/watch?v=coWzA5ye_Ms

Tai Chi for Arthritis https://www.youtube.com/watch?v=-vZpXzp1V60

How to Partner and Refer to Falls Prevention

https://www.youtube.com/watch?v=i1YEhQYEdNs

Dr. Debra Rose Iowa presentation video recorded and posted on <u>LifeLong Links</u> website (https://www.lifelonglinks.org/falls-prevention) and shared via distribution lists. https://www.youtube.com/watch?v=BgzUwPVuzFE

Fall prevention information reports and briefs were distributed to the public and stakeholders via electronic means (website postings, email distribution) and hard copy (to distribute via in-person displays or mail):

- IDA https://www.lifelonglinks.org/falls-prevention
- LifeLong Links https://www.lifelonglinks.org/falls-prevention

- IDPH (2916 hits) http://idph.iowa.gov/falls-prevention
- IPHA (including quarterly e-newsletters and emails to 3,000+)
 http://www.iowapha.org/fallsprevention

Fall Prevention Information via press releases/media coverage:

- IDPH press release: 2 (distributed to 410 individuals each) (Appendix U)
- IDA press release: 4 (distributed to 207 individuals each) (Appendix U)
- Des Moines Register article December 2015 Sunday circulation 86,982
 (Appendix J)
- WHO Radio interview during drive time on December 4, 2015
- Radio spot professionally developed encouraging people to have medications
 reviewed for fall risk by a pharmacist. Four messages were aired state wide on
 Iowa Radio, KIOA, and WMT-AM August 15-22, 2016. Iowa Pharmacy
 Association shared the radio message and STEADI Toolkit materials with
 members prior to airing.

 $\frac{\text{https://drive.google.com/drive/folders/0B29U2DNYUfv_c0g1WFF2MHQzcE}}{\underline{E}}$

Professional presentations:

- Oct 2015 (Falls and TBI 24 participants)
- January 2016 (Des Moines Fire Department EMS in-service on fall prevention to 70 attendees. EMS has been distributing brochures on reducing fall risk in home and information about fall prevention programs beginning 2014 and report a decrease in number of fall related calls from 2013 to 2015).

• May 2016 (Falls Prevention Coalition – 42 participants)

Iowa Grant Objective 3: Establish a network referral process for evidence-based fall prevention programs

A Webinar was presented 5/27/2015 on developing a referral process for evidence-based fall prevention programs. http://www.iowapha.org/fallsprevention

A presentation at Iowa Governor's Conference on Public Health addressed the referral process. Presentation recorded, posted on You Tube and link was shared to all Iowa program leaders. https://www.youtube.com/watch?v=i1YEhQYEdNs

Fall prevention program leaders were provided sample referral forms (Appendix K) and referral process was discussed during bimonthly technical assistance calls. Survey of program participants indicated how they were hearing about classes. Information was shared with leaders during technical assistance conference calls.

Iowa Grant Objective 4: Create an online repository of fall prevention materials and impact data for the public, healthcare professionals, and other stakeholders.

- 2.2.1 The public and stakeholders will be better informed about fall risks and strategies and programs that reduce those risks
 - Annual data reports of deaths, hospitalizations and hospital charges produced for distribution to community partners – by county (Appendix L)
 - Annual data briefs developed/updated for distribution via the website and email to community partners (Appendix M)

- 30,000 brochures produced and distributed to communities for use in educational fairs and exhibits
 (http://idph.iowa.gov/Portals/1/Files/FallsPrevention/What%20you%20can %20do%20to%20prevent%20falls%20brochure.pdf)
- 2,500 STEADI toolkits reproduced in hard copy for distribution to communities
- 15,000 information cards developed in collaboration with and funded by MIPPA grant to inform older adults and medical providers about fall risk assessment
 Medicare benefits. (Appendix N1 and N2)
- 2,000 eye glass cleaning cloths (Appendix O)
- 1,000 book marks and 1 banner- same design (Appendix P)
- Tai Chi for Arthritis banner to promote classes (Appendix Q)
- 2.2.2 Iowans will have a more responsive and integrated evidence-based fall prevention network.
 - 18% of all class participants were referred by a physician (NCOA Database)
 - Participants for leader trainings were selected from an application process
 considering region of state and availability of fall prevention programs with the
 intent of expanding statewide coverage. Priority was given to teams of leaders
 from area agencies on aging and organizations with a sustainability plan.
 Additionally leaders who had connections with individuals with disabilities were
 giving priority in the selection process.

2. What, if any, challenges did you face during the project and what actions did you take to address these challenges?

Leader Recruitment

Significant time was invested in promoting the fall prevention leader trainings and selecting leaders meeting criteria for sustaining the program and statewide coverage. Consideration was given for recruiting from senior centers, civic organizations, area agencies on aging, health care organizations, hospitals, faith based organizations, educational institutions, retired senior volunteers, the long term care community, physical therapists or other sources. The team spent hours researching and trying to find the right mix of potential prospects to recruit.

- A leader training application form (Appendix R) was developed to help identify committed individuals and organizations and location to expand statewide coverage.
- Application and training opportunities were posted on <u>LifeLongLinks</u> and shared via distribution lists.
- The Iowa Falls Prevention Coalition was expanded to become the central hub for the communication fall prevention programs and strategy.

<u>Implementing Tai Chi for Arthritis</u>

- Helping instructors in rural Iowa acquire all their training hours; difficult to locate
 experienced instructors to mentor them; some for some leaders were lost as they were
 not able to obtain the required practice/training.
 - O Held 25 skill building workshops across Iowa

- Invited instructors in-training to attend the two day certification trainings for an additional 16 hours of training in one weekend.
- Instructors found it difficult to establish classes that met evidence-based criteria.
 - o Encouraged instructors to pair up when possible to deliver classes.
 - Option for fewer classes and practice at home came at the end of grant period;
 the new format will be helpful moving forward.
- Data collection was difficult as many participants couldn't attend class as long or frequently as needed to complete data (50 hours).
 - Encouraged instructors to coach participants on value of regular class attendance in their fall risk reduction.
- Instructors trying to have classes, but low attendance. Instructors do not have "marketing" skills, and therefore rely on provider referrals.
 - Worked with Iowa Department on Aging, Telligen, and IDPH on providing webinars/presentations directed at healthcare professionals/clinicians on the importance of assessing falls in the clinic and referral into evidence-based fall prevention programs in the community.
 - Worked on establishing a referral process flow chart for physicians.
 - o Provided technical assistance calls to program leaders.
- Developing a certification program and support materials for Tai Chi for Arthritis leaders.
- A manual was developed and technical assistance was provided to leaders
 Identify Funding
 - Options for sources of funds to sustain the work of the coalition and staff time

needed to maintain the network of evidence-based program leaders were extremely limited.

- The Iowa Department of Public Health received ACL 2016 Fall Prevention
 Grant.
- Business Plan/Sustainability Plan completed and will be used to see third party payment.
- Partnered with Iowa Brain Injury Alliance for support of prints brochures, MOB
 coach trainings and helping support the Fall Prevention Symposium.

Participant Recruitment

- Some areas of the state had challenges with recurring workshop participants.
 - Lists of Stepping On, Tai Chi for Arthritis and Matter of Balance
 workshops/classes and leaders are posted on <u>LifeLong Links</u> website. Fall
 prevention materials, radio spots, articles, etc. encourage people to visit
 LifeLong Links website for information about classes and leaders.

Partnerships

Partnering with the Iowa Department of Human Services- Iowa Medicaid
Enterprise was limited as during the grant period as the agency experienced
major changes. Iowa's Medicaid fee-for-service system transitioned into a
managed care system in 2016. The Iowa Medicaid Enterprise representative
attended a few of the fall prevention coalition meetings before she was
diverted to work on system change. A fall prevention article was printed in
their consumer newsletter. Additional assistance with the fall prevention
grant objectives did not occur.

3. What impact do you think this project has had to date? What are the lessons you learned from undertaking this project?

The most significant impact has been the spread of information about the problem of falls in Iowa and to engage key stakeholder organizations in working together to promote the increased availability of evidence-based programs. The Iowa Department of Public Health provided fall prevention data (Appendix L) and routinely develops fall prevention briefs (Appendix M) that helped disseminate the facts about falls.

This work has been well received within Iowa's public health community as it responds to identified needs through prevention and engages multiple stakeholders to address falls prevention in a variety of settings. A particular strength of the effort has been the cross-sector collaboration that helped to broaden the generation of new ideas, target audiences and opportunities to engage at the state and community level. IDPH identified falls as one of 2016 top health issues in Iowa and is developing plans in "Healthy Iowans 2020".

Major stakeholders including the Iowa Department of Public Health and Iowa Healthcare Collaborative (Iowa Hospital Association and the Iowa Medical Society) have agreed to address fall prevention as a major initiative. This led to the application for and ultimate award of the 2016 ACL Fall Prevention Grant. With this grant, greater potential exists to implement routine fall risk assessments in primary health care settings so those at risk can be referred for classes that reduce the fear of falling and increase strength and balance among older Iowans.

A significant increase in the availability of evidence-based fall prevention program leaders and programs are now being offered. Stepping On was brought to Iowa as a result

of the grant. Tai Chi for Arthritis is now recognized as a fall prevention program and has structure with a mentoring curriculum, fidelity check process and tracking of instructors and classes.

Relationships with agencies that work with people with disabilities such as Parkinson's Disease, University of Iowa Center for Disabilities and Development (CDD) and Iowa Brain Injury Alliance have been connected to fall prevention programs.

Two successful symposia offered to over 400 professionals and elected officials, webinars and video equipping professionals with information and resources to address falls in their communities were held.

Lessons learned include recognizing the need for ongoing training and support of leaders to sustain an infrastructure for regularly scheduled classes. As there is increased awareness for fall prevention efforts and more screening for fall risk, fall prevention classes need to be available on a timely basis.

Another lesson learned pertains to sustainability. Organizations and leaders begin very committed; however, competing priorities can divert leader time available for fall prevention classes. If the classes were self- sustaining financially, sustainability would be more assured.

4. What will happen to the project after this grant has ended? Will project activities be sustained? Will project activities be replicated? If the project will be sustained or replicated what other funding sources will allow this to occur?

Fortunately, the IDPH was successful in obtaining another two-year grant from ACL to

expand on the work completed during this grant project period. This new effort will ensure a stronger referral network and the potential for obtaining third party reimbursement. Support for the statewide coalition will continue with the essential staff support from IDPH and volunteers who have been active partners. There is good potential for continued sponsorship of annual symposia, especially if expenses can be covered by generating registration fees for the event. A need remains for basic program infrastructure – ideally supported by a state general fund appropriation – to assure that ongoing support for implementing community-based classes can continue.

Resources, archived webinar recordings, videos and materials developed will continue to be made available on websites. Fall prevention coalition members, IDPH and IDA staff will continue to share this information electronically and at conference.

A business plan/sustainability plan has been developed and will be used to continue to build and strengthen the fall prevention network and to see third party reimbursement for sustainability (Appendix S).

5. Over the entire project period, what were the key publications and communications activities? How were they disseminated or communicated? Products and communications activities may include articles, issue briefs, fact sheets, newsletters, survey instruments, sponsored conferences and workshops, websites, audiovisuals, and other informational resources.

Much of the materials for this section have been addressed in sections 1-4 and samples provided in the Appendixes.

A business plan was developed. (Refer to Appendix S 1-5.) This plan proposes to sustain the organizational structure and network of community-based programs that have been established in Iowa to reduce falls and the resulting injuries and death that often occur. The three components of the plan are:

- 1) Formalizing the Iowa Falls Prevention Coalition as the guiding body for state level policy and practice related to preventing falls in Iowa.
- Sustaining and growing the network of programs and class leaders who provide community-based falls prevention courses.
- 3) Establishing a fee-for-service cost structure to support individual participants referred to classes by primary health care providers.

This proposal describes the need for a cost structure to support the costs of providing classes to people who are assessed to be at risk for a fall.

Fall Prevention Awareness Day events were coordinated in 2014 and 2015. These events included obtaining a governor's proclamation and having a large tai chi demonstration in the Capitol Rotunda. (Appendix V). Following the event, an annual survey of local falls prevention awareness activities was conducted and a report submitted to NCOA.

Appendices

Appendix A Quantitative Report (Period 3-1-2016 to 8-31-2016) (ACL Data Base)

Appendix B Core Demographics (ACL Data Base)

Appendix C Outcome Dashboard (ACL Data Base)

Appendix D Iowa Falls Outcome (ACL Data Base)

Appendix E 2015 Symposium Agenda

Appendix F 2015 Symposium Report

Appendix G 2015 Symposium Agenda

Appendix H 2016 Symposium Report

Appendix I Falls Prevention Symposium Folder

Appendix J Des Moines Register Article

Appendix K Sample Referral Form

Appendix L Falls In Iowa (Deaths and Hospitalizations 2010-2014)

Appendix M 2016 Falls Brief

Appendix N1, N2 MIPPA Card

Appendix O Eyeglass Cloth

Appendix P Bookmark and Banner

Appendix Q Tai Chi Banner

Appendix R Fall Prevention Leader Training RFP

Appendix S (1-5) Business Plan

Appendix T Business Brief

Appendix U1, U2 Press Release

Appendix V1, V2 Fall Prevention Awareness Day- Largest Tai Chi Class